

This is an interim accomplishment
Weekly report
FU 2/1/57
to see what records are implemented.

DEC 14 1956

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with Representatives of Office of Current Intelligence
 Regarding Management Staff Audit of CIA Watch Office, 11 October
 1956.

PRESENT AT MEETING: [REDACTED]

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1. Purpose of the meeting was to brief the AD/CI and his assistants regarding Mgt/S recommendations for improvement of the CIA Watch Office, which is a subcomponent of the OCI Secretariat.

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2. [REDACTED] told the group that the Mgt/S, in addition to auditing Watch Office functions, procedures and operations in detail, has examined all other CIA watch and night duty components and has met with the Chief of the NSA Watch Office and the Director of National Indications Center to discuss their activities. [REDACTED] expressed Mgt/S appreciation for the cooperation received from all OCI personnel.

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3. [REDACTED] stated that at the prior Mgt/S-OCI meeting, the AD/CI asked "are we asking too much of our Watch Officers?" [REDACTED] said that, in view of the present world situation and current operating conditions, OCI is asking too much of its Watch Officers. However, he said that steps can be taken to alleviate the problem. The following is a summary of the comments and recommendations made by the Management Staff:

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a. [REDACTED] which defines responsibility for the dissemination of critical information, is inaccurate because it implicitly assigns the function on a 24 hour basis to the CIA Watch Office of OCI, whereas in actual practice the OCI Secretariat performs the function during the day and the Watch Office performs the function during after-duty hours.

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Mgt/S Recommendation: Revise [REDACTED] to depict the actual responsibilities, on a 24 hour basis of both the Watch Office and the Secretariat.

b. Watch Officers perform a variety of administrative functions at night in addition to disseminating critical information: answering miscellaneous telephonic requests for information, room checks in Q building and investigating COMINT security violations, dispatching Agency cars and operating the OCI communications system. Telephone

calls for covert CIA employees are referred to the Watch Office, which then refers them to the Office of Security. Security investigation is a specialized field, for which Watch Officers are not trained.

Mgt/S Recommendations:

(1) Arrange to brief all Night Security Officers of the Office of Security and assign to them responsibility for handling all COMINT security matters occurring during after-daylight hours.

(2) Consider transferring to the Office of Communications the responsibility, appropriate T/O and ceiling for handling OCI communications on a 24-hour 7 day basis.

(3) Arrange to have CIA telephone operators instructed to refer all after-hours calls for covert employees directly to the Night Security Office, Office of Security.

c. The Watch Office T/O is inadequate to handle the constantly rising workload. W.O.'s are unable to take training or leave, and are working on an average of 86 hours of overtime per pay period. If provisions are made in the T/O for training, leave and elimination of overtime, two additional Watch Officer slots are required. In addition, there is a large amount of clerical work now being done by the Chief Watch Officer. The Mgt/S has discussed with the Deputy Chief of Military Personnel Division the possibility of having two military personnel assigned to the recommended Watch Office slots, since the military background is highly desirable for Watch Office work. He was optimistic about the possibility. The Mgt/S has also generally compared grades of W.O. jobs with similar jobs in comparable components, and it appears that, while W.O. jobs are more responsible, they lag behind the others in grades.

Mgt/S Recommendations:

(1) Consider increasing the Watch Office T/O by two Watch Officers and one Clerk-Typist, subject to normal Agency review of T/O increase requests.

(2) Investigate the possibility of obtaining military officer assignees from the Army or Air Force to provide the two recommended Watch Officers.

(3) Revise the Watch Office work schedule to provide a 40 hour week, with no provision for regular, recurring overtime.
[Note: a recommended schedule was presented, providing for four 10-hour shifts per man per week.]

(4) OCI should continue to employ temporary assignees (professional and clerical) from other Offices during periods of extreme workload.

(5) Ask the Office of Personnel to review the grades of Watch Office positions.

d. Watch Officers are responsible for maintaining familiarity with all instructional and procedural manuals. The only contact W.O.'s have with normal, daytime Agency activities is the written directive and they have a feeling of being divorced from the Agency.

Mgt/S Recommendations:

(1) Examine the Watch Office instruction system in order to weed out obsolete and unnecessary material, and with the objective of consolidating and simplifying the directives, instructional manuals and folders.

(2) Direct the Chief Watch Officer to conduct regular weekly or bi-weekly meetings with Watch Officers in order to keep them abreast of professional and other developments occurring during the day.

e. The development of criteria for the use of Watch Officers in determining what information is critical has largely been ignored. Watch Officers attempt to keep current by reading intelligence publications and newspapers and through informal chats with analysts, but these media are inadequate. Formal requirements are received infrequently.

Mgt/S Recommendations:

(1) Devise a plan for providing all W.O.'s with periodic briefings on significant developments, with particular emphasis upon anticipated trouble areas.

(2) Provide W.O.'s with current, detailed, written intelligence requirements, both spot and continuing.

f. A number of Watch Officers do not have education and training in political science, foreign affairs, CIA and IAC organization, geography, factors bearing upon the imminence of hostilities, etc. Such a background is necessary if a W.O.'s evaluation of information is to be knowledgeable and sophisticated.

Mgt/S Recommendations:

(1) Select Watch Officers, in the future, with a background of training and experience similar to that required for an analyst at the same grade and level of responsibility.

(2) Establish a formal program of training for W.O.'s in basic intelligence, IAC, USCIB, CIA and OGI organization and functions, area orientation, Sino-Soviet military affairs and traffic analysis.

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g. Few W.O.'s intend to remain in their jobs. If capable W.O.'s are to be retained, consideration must be given to the questions of where Watch Officers are to come from and where they are to go. For a genuine career, W.O.'s should be recruited from among lower-graded analysts and should be rotated, after a reasonable period, to higher-graded analyst jobs.

Mgt/S Recommendation: Appropriate staff officers of OCI should devise an appropriate career plan for Watch Officers, for presentation to the AD/CI and possibly for consideration at the DD/I level.

h. Watch Office morale is affected by a number of situations which are sources of irritation: maintenance of highly detailed logs is a cumbersome task; the Watch Office room is dirty and inadequate char facilities are available; W.O. telephones need "hold" buttons and volume controls; there are no food service facilities available to the W.O.

Mgt/S Recommendations:

(1) Instruct the Watch Office to stop recording in their logs those items of information which are duplicated elsewhere, such as "IN" numbers.

(2) Arrange to provide char service, food service machines and telephones with "hold" buttons and volume controls.

25X1A9A 4. At the conclusion of the Management Staff's presentation, the AD/CI thanked [redacted] for their prompt and thorough job. He said that steps would be taken to act upon, or at least to consider acting upon, each recommendation. Mr. Sheldon stated that he was aware of the detail in which the Mgt/S had examined the Watch Office, and that a written, detailed report was unnecessary. He asked only that a list of the recommendations be sent to him.

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